

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2016/2017

**TOB2221 – ORGANISATIONAL BEHAVIOR**

( All sections / Groups )

9 MARCH 2017  
2.30 p.m. – 4.30 p.m.  
( 2 Hours )

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**INSTRUCTIONS TO STUDENTS**

1. This Question paper consists of 4 pages with 5 Questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

**Question 1**

- (a) Open systems perspective views organisations as complex organisms that “live” within an external environment. Organisations are effective when they maintain a good “fit” with their external environment. The other major organisational effectiveness perspectives might be considered detailed extensions of the open systems perspective.

Briefly describe each of the remaining three perspectives of organisational effectiveness. Explain the definition of an effective organisation from these perspectives respectively.

[6 marks]

- (b) Explain the four components of the MARS model.

[4 marks]

**Question 2**

- (a) Most fresh graduates (like you) venture into the industry with general knowledge of their particular skill area (accounting, engineering, marketing, etc.) but know relatively little about specific business practices and developments. Explain how you would nurture the self-concepts to strengthen your performance and maintain your psychological well-being.

[4 marks]

- (b) Discuss the merit and problem with stereotyping in workplace.

[2 marks]

- (c) Briefly describe four ways that employees respond to job dissatisfaction.

[4 marks]

**Question 3**

- (a) Distinguish between competency-based rewards and performance-based rewards.

[4 marks]

- (b) You are the captain of a Coast Guard Cutter (a U.S. Coast Guard's vessel) who is searching for a plane that has crashed offshore. After 20 hours of searching, a major storm is approaching and the captain must decide whether to abandon the search or to continue and place the ship at risk. To what extent you will involve the crew in the decision? Why? Analyse your answer using what you learnt on contingencies of employee involvement.

[4 marks]

- (c) The late management guru Peter Drucker once said: “The now-fashionable team in which everybody works with everybody on everything from the beginning rapidly is becoming a disappointment.” Identify two problems associated with teams.

[2 marks]

**Continued ...**

**Question 4**

- (a) Interpret *communication breakdown* in the article below with respect to what you have learnt on four factors affecting effective communication coding/decoding process.

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*Over and over we see conflict arise from communication breakdowns, whether it's between couples, co-workers, families and even countries. Although some communication breakdowns are intentional, most of what we say is unconscious and from poor habits we learned from others.*

*In working to understand my own communication dynamics, plus by watching countless couples and business teams speak to each other, it seems to always comes down to relinquishing blame, stopping assumptions and learning new tools for healthy relating: active listening, negotiating with an eye for win-win compromise, compassion for your partner's triggers or weaknesses (as well as for your own), and good old fashioned truth telling.*

*In relationships we are always at a choice point. When you make a decision to take responsibility for your part in any relationship, always remember this one key question to ask yourself: Do I want to win and prove my point, or do I want to develop a deeper connection and grow closer to him/her? In every communication session I do, I constantly find myself saying, "Ok now the ball is in your court. You can respond by saying something to be right that will pour gasoline on the flames and escalate the conflict or you can say something that will show the other(s) that you are interested in truth and closeness only." Being clear on your intention for communicating with another is first and foremost.*

Reference: <http://www.psychologytoday.com>

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[4 marks]

- (b) Explain the four contingencies of power that influence whether sources of power generate power in any situation.

[4 marks]

- (c) Illustrate and explain the Bargaining Zone Model of negotiations.

[2 marks]

Continued ... ..

**Question 5**

- (a) Describe the four path-goal leadership style. [4 marks]
- (b) Outline two differences between mechanistic and organic organisational structures. [2 marks]
- (c) Give four reasons why employees resist organisational change? [4 marks]

**End of Paper.**